

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

**Inventory of Private Property for
Enterprise Databases**

Final Report

**Deliverable for Private Sector Policy Initiative
Task No. 512
Investment and Export Development Research and Policy
Contract No. 278-C-00-02-00201-00**

June 2003

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Acronyms and Key Terms

AMIR	Achievement of Market-Friendly Initiatives and Results Program
FDI	Foreign Direct Investment
Forfás	Ireland's policy advisory board for enterprise promotion and science and technology development
ITF	Investment Task Force
JEDCO	Jordan Export Development and Commercial Centers Corporation
JIB	Jordan Investment Board
JIEC	Jordan Industrial Estates Corporation
JIIC	Jordan International Industries Company
QIZ	Qualified Industrial Zone
SFB	Standard Factory Building
USAID	United States Agency for International Development

Executive Summary

It is essential for investors interested in locating a project in Jordan to find a suitable site on which to do so. The Jordan Industrial Estates Corporation (JIEC) offers industrial estate property, but cannot satisfy the demands and requirements of every investor. Private sector developers offer a variety of alternatives; but currently, it is relatively difficult for investors to learn what property is available in private industrial estates because developers undertake their own, uncoordinated marketing and promotion.

Responding to the recommendation made by the JAED reform for a making consolidated database of private property for enterprise, this study creates detailed profiles of existing facilities, identifying the various sectors in which investments are occurring and any highlighting plans for expansion.

Currently, there are seven private property sites and associated developers in Jordan, all located in the Northern and Central regions. No private industrial estate property for investment is available in the Southern region.

The total area owned by private industrial estate developers and available for enterprise development is equal to 14,787 dunums. Of this total area, 2,829 dunums are actually developed and include prepared lots of land for building, infrastructure, and Standard Factory Buildings (SFB). Area available for future developments, if warranted by substantial increases in demand, is equal to 11,958 dunums. Estimating that the net investment area for private industrial estates is 75 percent of the gross area, then 8,969 dunums are available for future investment. Actual values, however, would differ depending on individual industrial estate.

Moreover, for the purposes of integrating this data in the planned Trade and Investment Information System, an attempt was made to create a detailed inventory of individual databases maintained by the existing seven private industrial estate developers.

Findings demonstrated that such databases do not exist for six of the seven entities. Only Al-Tajamouat has a database that is maintained by a local IT company, OffTech. This database, however, is dedicated to accounting and classified. As a result, Al-Tajamouat marketing department personnel do not have ready information on what property is leased, sold or available. Furthermore, Al-Tajamouat employees have minimal information on the database, such as how data is entered and by whom. Therefore, it was not possible to evaluate the quality or completion of the available information as was originally intended. Other developers keep records of investment on spreadsheets.

It is worthwhile to note that all private property for enterprise developers expressed a willingness to share a database that includes detailed information about their properties, to serve as a tool in a comprehensive investment location marketing plan. Several attempts to achieve in the past failed.

Other than Al-Tajamouat and Al-Dhulayl, the private industrial estates surveyed will be developed in phases, expanding with the demand for investment space. This is the case as some estates have few or no tenants (i.e., Al Moushatta and Gateway have no tenants; the JIIC has one tenant; and, CyberCity has five tenants). Al Qastal is an exceptional property as it has forty-two investments in its vicinity, two of which are designated as Qualified Industrial Zones (QIZ).

A well-organized effort to promote all private property for enterprise by one entity is becoming a priority. Respective developer's staff members suggest that an integrated, international promotional scheme for all properties available would be both an efficient and economical mechanism, given the high costs associated with international travel and establishing a presence in international conferences, trade fairs, and other events. All agree that advocating the location of investment in Jordan should be the primary objective of all private property for enterprise developers. All also agree that investors should be given appropriate information about all property available and then be left with the choice of identifying a location site and dealing with the associated property developer.

Close and effective cooperation among private property for enterprise developers seems very likely, if a serious initiative is taken in the future.

1. Introduction

1.1 Background

In 2001, H.M. King Abdullah II appointed an Investment Task Force (ITF) to consider options for refocusing Jordan's investment and trade promotion activities, as well as restructuring the entities charged with carrying out those activities. The ITF commissioned a study to examine international best practices in the field, which examined successful organizational models already functioning in Costa Rica, Ireland, Malaysia, and Singapore. These organizational models all share common features, including a prominent role of the private sector in establishing policies and strategies, considerable autonomy from Government, and the use of private sector management techniques. They also coordinate functions, operations, and messages across a diverse group of entities responsible for different aspects of trade and investment promotion. The ITF recommended the Irish Forfás model as that best suited for Jordan's needs. In turn, H.M. King Abdullah II appointed an Investment Committee (Committee) to develop a plan for the rapid and effective implementation of the Irish model in Jordan.

In mid-2002, with extensive support from the AMIR Program, the Committee submitted that plan, together with supporting draft legislation, to Government.¹ The plan, which calls for substantial reform of the Jordan Export Development and Commercial Centers Corporation (JEDCO) and the Jordan Investment Board (JIB), as well as the creation of a new entity, the Jordan Authority for Enterprise Development (JAED), promises great improvement in Jordan's investment promotion and enterprise development effort.

In early 2003, this plan, which has come to be known as the JAED reform, was approved by the Minister of Industry & Trade and endorsed by both the Prime Minister and H.M. King Abdullah II. It is expected that this reform will be passed into law and implemented in the coming months. In the meantime, the AMIR Program is undertaking a number of activities that will contribute directly to the JAED reform, once implementation begins. (These activities would also add value to Jordan's investment promotion and enterprise development effort, even if the JAED reform were never implemented.)

Among its numerous recommendations, the JAED reform calls for closer coordination among the entities responsible for investment promotion, enterprise development, export promotion, and the provision of property for enterprise. This

¹ AMIR Report "A Sustainable Institutional Framework for Investment Promotion and Enterprise Development in Jordan" (June 2002)

includes the establishment of relationships between the Jordan Industrial Estates Corporation (JIEC) and private property developers, so that JIEC might serve as a single point of contact for timely and accurate information about all property for enterprise, both public and private.

It is essential for investors interested in locating a project in Jordan to find a suitable site on which to do so. JIEC offers industrial estate property, but cannot satisfy the demands and requirements of every investor. Private sector developers offer a variety of alternatives; but currently, it is relatively difficult for investors to learn what property is available in private property developments because developers undertake their own, uncoordinated marketing and promotion.

In order to make it easier for investors to learn about all of the property that is available for their projects, and consequently to make it more likely that investors locate their projects in Jordan, the JAED reform recommends that JIEC, in coordination with JEDCO and JIB, collect data about private property for enterprise. JIEC would then make this data available to property liaisons at JEDCO and JIB, who in turn would use it to satisfy the needs of investors. Ideally, JIEC would use the Integrated Trade and Investment Information System, the development of which is also recommended by the JAED reform, both to collect and publish this data.

Before the Integrated Trade and Investment Information System can be designed to collect and publish data about property for enterprise, it is important to know what data is currently available, as well as how it is recorded and processed. A 2001 AMIR Program study entitled “Trade and Investment Information Systems in Jordan” provides such information for public property for enterprise developers, namely JIEC and the Free Zones Corporation (FZC).² It is also necessary to collect such information about private property for enterprise developers.

1.2 Objective

The primary objective of this consultancy is to contribute to the comprehensive (i.e., public and private) property for enterprise database that will be maintained by JIEC and form an important component of the Integrated Trade and Investment Information System. It will strive to meet this objective by creating a detailed inventory of the individual databases maintained by private property for enterprise developers.

The secondary objective of this consultancy is to contribute to a fuller understanding of private property for enterprise developments. It will strive to meet this objective by creating detailed profiles of those developments.

² AMIR Report “Moving Towards an Integrated Trade and Investment Information System in Jordan” (December 2002)

1.3 Methodology

The following seven private property developments, which are all industrial estates and represent all private property developments in Jordan, were identified and approached.

1. Al Tajamouat Industrial City
2. Al Dulayl Industrial Park
3. Cyber City Industrial Estate
4. Al Moushata Industrial Estate
5. Gateway Industrial Estate and Free Zone
6. Jordan International Industries Company
7. Al-Qastal Industrial Park

With respect to the primary objective of the consultancy - creating a detailed inventory of the individual databases maintained by private property for enterprise developers - the following questions were asked of each developer.

1. What information is collected?
2. How is this information collected?
3. What is the quality of the information that is collected?
4. How often is information collected and/or updated?
5. Is this information published? If so how and how often?

With respect to the secondary objective of the consultancy - creating detailed profiles of the private property developments - the following questions were asked of each developer.

1. Governorate
2. QIZ Status
3. Size
4. Operational Status (i.e., Full utilization or still in phases)
5. Size Developed
6. Distance from Amman
7. Distance from Aqaba
8. Power Infrastructure
9. Water Infrastructure
10. Sewer Infrastructure
11. Transportation Infrastructure
12. Public Service Frequency
13. Road Capacity and Condition
14. Telecom Infrastructure
15. Willingness to participate in joint marketing effort

The cooperation that was extended by the staff of the developers visited is greatly appreciated.

1.4 Report Organization

After this introduction, the report is organized as follows.

- Chapter 2 provides brief profiles of the private industrial estates.
- Chapter 3 provides the inventory of databases maintained by the private industrial estates. It attempts to describe what information is collected, how it is collected, how it is stored, and whether or not it is disseminated to the public. It also attempts to assess the quality and completeness of the information.
- Chapter 4 briefly describes the types of industries that are locating in the private industrial estates and analyzes how much private industrial estate space is currently available.
- Chapter 5 concludes and suggests next steps to be taken.
- Annexes include a list of meetings conducted, samples of all forms used to collect data, and other information relevant to this report.

2. Profiles

To further encourage investment and facilitate market access opportunities to the U.S. market, all currently operative private industrial estates³ have a QIZ designation. The most recently established industrial estate, Jordan International Industries Company in the Hallabat area, is in process of obtaining such a designation.

2.1 Al Tajamouat Industrial City

Al Tajamouat Industrial City is a 405-dunum industrial estate located in the Greater Amman area, 20 km from downtown Amman and 25 km from Queen Alia Airport. This industrial park is owned and operated by the Specialized Investment Compounds Company P.L.C. with a capital of JD10 million.

Phase I (285 dunums) opened for investment in 1995, and Al Tajamouat obtained QIZ status in 1999. Recently, an \$8 million IFC loan was approved for the development of an additional 120 dunums. There are approximately 80 companies located in the industrial estate, 20 of which produce garments under the QIZ scheme. Al Tajamouat also contains over 15 investment services companies and several firms that produce spare parts for sewing machines, automobiles, and other industrial machinery.

The industrial estate leases or sells standard factory buildings (SFB), but not serviced land. The necessary road, water, and power infrastructure is provided to all locators. Companies have the option of rent-to-own.

Investments are in the areas of ready wear and garments, jewelry, spare parts, beverages, furniture, cosmetics, and detergents.

2.2 Al Dhulayl Industrial Park

The 741-dunum Al Dhulayl Industrial Park is located 45 km northeast of Amman in Zarqa Governorate. Opened as a QIZ in March 2000, Al Dulayl is owned by Middle East Agricultural & Trading Co. (MEATCO). MEATCO is a privately-owned company with assets exceeding JD10 million.

³ Annex 3 includes detailed published information about each private industrial estate property.

To date, the industrial estate has attracted about 10 companies from Pakistan, Sri Lanka, UAE, Hong Kong, and Jordan. The Jordanian firm is engaged in food processing, while the other tenants produce garments for the U.S. market.

The industrial estate does not lease land or buildings. Sale of land and SFBs are the only options for investors. Currently 40 percent of the land and buildings developed under Phase I have been sold. While there is no immediate demand for additional space, Al Dulayl is studying the requirements for developing a 300-dunum Phase II expansion.

Investments are in the areas of ready wear, textiles, apparel, and garments.

2.3 Cyber City Industrial Park

The 4,000-dunum Cyber City Industrial Park is located adjacent to the Jordan University of Science and Technology in Irbid. Phase I (1,000 dunums) opened in 1999, and the industrial estate was certified as a QIZ in 2001. Since then, two companies, with five operations between them, have located in Cyber City. Administrated by Boscan, Cyber City offers both sale and lease of serviced land and SFBs.

Cyber City has Free Zone status, making it the first QIZ facility with such a designation. At maturity, it is estimated to have approximately 500 tenants with a working population of 200,000. The tenants will mostly be manufacturers.

Investments are in the areas of ready wear, garments, and apparel.

2.4 Al Moushata Industrial Estate

Opened for investment at the end of 2002, Al Moushata Industrial Estate has an area of approximately 4,000 dunums and a QIZ designation. It is located in the Al Qunitra area about 35 km south of Amman, adjacent to the Queen Alia International Airport. Al Moushata includes free zone facilities, customs, bonded area, cargo services, clearance, and a four-star hotel.

Infrastructure building and development is expected to commence in the near future. Management will target investors from the Gulf, East Asia, and the United States.

Investors will have the option of either purchasing land or buildings from Al Moushata or renting under one of two lease agreements. The operating lease provides for the standard rental of land or buildings. The capital lease provides for the purchase of the SFB plot at 25 percent of the sale price at the end of the five-year lease period.

Because of Al Moushata's close connections with the banking community, it will negotiate preferential and flexible financing terms for investors locating in its industrial estate. It sees this financing assistance as an advantage not provided by competing industrial estates in Jordan.

At the present time, there are no investors that have actually located on the property.

2.5 Gateway Industrial Estate and Free Zone

The 1,200-dunum Gateway Industrial Estate and Free Zone is unique as a QIZ due to its location. Situated on the shores of the Jordan River in the North Ghor region of Irbid, Gateway straddles the border between Jordan and Israel. There are no real estate or land taxes to be paid in the free zone, and all building construction is exempt from licensing fees. Moreover, Gateway has permission to build a bridge over the Jordan River, linking the Jordanian and Israeli halves of the industrial estate and facilitating transportation services.

At the end of 2002, Gateway completed all the infrastructure of its 600-dunum Phase I. Gateway plans to sell and lease 1,300-square meter semi-finished SFBs. The purchase and rent of serviced land will not be an option.

Eleven investors are negotiating their contracts with Gateway and will soon start to locate in the industrial estate at the beginning of 2003. Six Israeli companies will produce garments, medical equipment, and jewelry; two American companies will produce garments; a European company will design high-tech software; and, two Jordanian companies are interested in manufacturing foodstuffs and construction material. Twenty-five additional investors, 60 percent of whom are Israeli, have expressed serious interest in Gateway. Half of these pipeline investments are textiles or garments. The remaining are interested in high-tech software, hardware, and medical equipment. Gateway has also achieved offshore registration status for the industrial estate and will build office buildings in anticipation of demand for offshore companies.

2.6 Jordan International Industries Company

Upon the recent approval of the Council of Ministers, Jordan International Industries Company (JIIC), has become Jordan's latest QIZ. Further paper work has to be completed before factories can be set up.

The 4,500-dunum area is located in the impoverished Hallabat area in the eastern Governorate of Zarqa. The industrial area is designed to accommodate 10 to 50 factories.

One investment has already located on the site. Studies are currently being undertaken to identify sectors to be targeted through marketing and promotion activities.

2.7 Al Qastal Industrial Park

The 4,000-dunum Al Qastal Industrial Park is privately owned by a few individuals. It is located 3 km from Queen Alia International Airport and 22km south of Amman in the Al-Giza district. It houses 32 different factories, two of which have a QIZ designation. Information on Al-Qastal Industrial Park is limited, due to the fact that it is owned by more than one person and not represented by one single entity. The largest land owner is Mr. Abu Al-Haj. Purchasing of land in Al-Qastal can be achieved in a number of ways. One way is to identify the land desired, go to the Ministry of Industry and Trade or the Department of Land to identify the owner, and contact the owner directly. Another way is to contact United Textile Group, which is the largest operating investor in Al-Qastal.

Table 1: Summary of Private Industrial Estates Profiles

Private Industrial Estate Name	Al-Tajamouat	Ad-Dulayl	Cyber City	Al-Mushatta Qualifying Industrial Zone	Gateway	Jordan International Industrial Co.
Governorate	Amman	Zarqa	Irbid	Amman	North Jordan Valley	Zarqa Governorate
QIZ	Yes	Yes	Yes	Yes	Yes	Pending USA Approval
Size (Dunum⁴)	405 (285 original + 120 newly-purchased)	741 (345 original + 396 newly-purchased)	4,000	4,000	1,200 (approx.)	441
Operational (i.e., Full utilization or still in phases)	Operation & development in phases	In operation: 12 garment factories 3 under construction	Phase I: 1,000 dunum 5 operational investments		Phase I: 600 dunums	1 occupant focusing on local market
Size Developed	205,000 m ² (Constructed buildings area)	n/a	1,000 dunums	0 dunums (Currently in infrastructure design phase)	600 dunums	441 dunums
Distance Amman	20 km	45 km	65 km	35 km	90 km	25 km
Distance Aqaba	315 km	380 km	380 km	225 km	390 km	380 km
Power Infrastructure	1,200 KVA	3 Phase Industrial Power Supply, connected to	Up to 150 MW	(Currently planning to erect an independent	10 MW	3 Phase Industrial Power Supply, connected to

⁴ 1,000m² is equal to one dunum.

Table 1: Summary of Private Industrial Estates Profiles

Private Industrial Estate Name	Al-Tajamouat	Ad-Dulayl	Cyber City	Al-Mushatta Qualifying Industrial Zone	Gateway	Jordan International Industrial Co.
		national high-voltage grid		power plant)		national high-voltage grid
Water Infrastructure	16" pipe Source: Qastal wells	Municipality water runs 24 hours a day plus 10 artesian	10,520 m ³ / day Phase 2: 16,780 m ³ / day Phase 3: 20,000 m ³ / day	Water wells have been placed to supply the necessary demand required in the estate.	Potable Water networks are linked to potable well. Brackish Water are available	Water Reservoir, and artesian well
Sewer Infrastructure	Gravity sewer system, collected at septic tanks. Effluent hauled to Ras Al Ain sewer disposal.	Aseptic tanks	Recycling sewage treatment plant	(Currently constructing sewer infrastructure according to international standards)	Sewage system covers 40,000 m ²	(Currently constructing sewer infrastructure)
Public Transportation Frequency	Very high	Low	Medium	Medium	Low	Low
Road Capacity and Condition	Good	Fair	Good	Very Good	Good	Good

Table 1: Summary of Private Industrial Estates Profiles

Private Industrial Estate Name	Al-Tajamouat	Ad-Dulayl	Cyber City	Al-Mushatta Qualifying Industrial Zone	Gateway	Jordan International Industrial Co.
Telecom Infrastructure	More than 3,000 telephone lines to meet future demand. High-speed Internet access. Virtual Private Network (VPN). ISDN telephone exchange. Backbone structure. Cabling using enhanced CAT5 & ATM.	Telephone lines	Telephone and leased lines. High-speed Internet Transmission Virtual Private Network (VPN) ISDN Telephone Exchange Backbone Structure Cabling using enhanced CAT5 & ATM	Telephone and leased lines. High-speed Internet access. Virtual Private Network (VPN). ISDN telephone exchange. Backbone structure. Cabling using enhanced CAT5 & ATM.	300 telephone lines available. Capacity for 2,300 additional lines to meet future demand.	Telephone lines

Table 2: Costs Related to Acquiring Land/Space for Industrial Operation			
	Cost of Serviced Land	Cost of Standard Factory Building	Remarks & Price Escalation (%/yr)
Al Tajamouat	Serviced land not offered	Rental: JD 23.1 - 38.5/m ² /yr (min 4 yrs) Sale: JD 154/m ²	Offers capital leases to investors Purchase option of SFB
Al Dulayl	Rental: Not allowed Sale: JD 31.5/m ²	Rental: Not allowed Sale: JD 77.1 - 92.4/m ²	
Cyber City	Rental: JD 2.45/m ² /yr Sale: JD 29.4/m ²	Rental: JD 25.2/m ² /yr (min 3 yrs) Sale: JD 140/m ²	First 3 years flat rate, 5% increment thereafter
Al Moushata	Rental: JD 1.875/m ² /yr Sale: JD 22.5/m ²	Rental: JD 22.5/m ² /yr (min 3 yrs) Sale: JD 112.5/m ²	Purchase option of land or SFB at 25% normal sale cost after the 5-year capital lease period has expired
Gateway	Serviced land not offered	Rental: JD 42 - 60/m ² /yr (min 5 yrs) Sale: Not allowed	5-8% after 2 yrs Depends on period and area of leased land
JHIC	Rental: JD 2.5/m ² /yr	-	-

Table 3: Selling Prices & Rental Rates of Land & Standard Factory Building (SFB)				
	Rental Rate of Land (JD/m²/yr)	Rental Rate of Land & SFB (JD/m²/yr)	Selling Price of Land (JD/m²)	Selling Price of Land & SFB (JD/m²)
Al Tajamouat	n/a	22	35 - 40	131
Al Dulayl	n/a	21	30	95
Cybercity	2.50	19	30	140
Al Qastal	2.50	20	25	120

Note:

Al Qastal Industrial Estate is owned by different parties. Prices of land, whether for the purposes of leasing and/or sale, are negotiated on an individual basis.

3. Information Inventory

3.1 *What information is collected?*

Each of the private developers uses applications requesting investment space on the premises as the main mechanism to collect information about respective investors. As such, basic information includes the following.

1. Company name and commercial/industrial registration number
2. Owner's name, nationality, and contact information in Jordan and abroad
3. Size of capital investment
4. Size of lot
5. Type of contract (i.e., whether land is bought or leased, with or without SFB)
6. Economic sector
7. Production details
8. Export markets
9. Financial details related to contract

3.2 *What is the quality of information?*

The quality of the information collected is basic as it includes personal details of the investor, as well as company registration information according to the Company Registration documents completed at the Ministry of Industry and Trade.

For those developers that currently have investors located on their premises, information collected is stored in basic spread sheets. Where a database exists (i.e., Al Tajamouat), employees have minimal information about the database, how data is entered, and by whom data is entered. Therefore, it was not possible to evaluate the quality or completion of the available information as was originally intended.

3.3 *How is the information stored?*

This study has revealed that databases do not exist for six of the seven private developers. Only Al Tajamouat has a database that is maintained by a local IT company, OffTech. Other developers keep records of investment on spreadsheets.

3.3.1 *Al Tajamouat Technical Information Inventory*

Database Engine: SQL 2000

Server: Intel

Operating system: Windows 2000 server

Server linked to Internet by: One leased line

Fields included in database: Classified accounting information

4. Analysis

4.1 Serviced Property Available for the Development of Enterprise

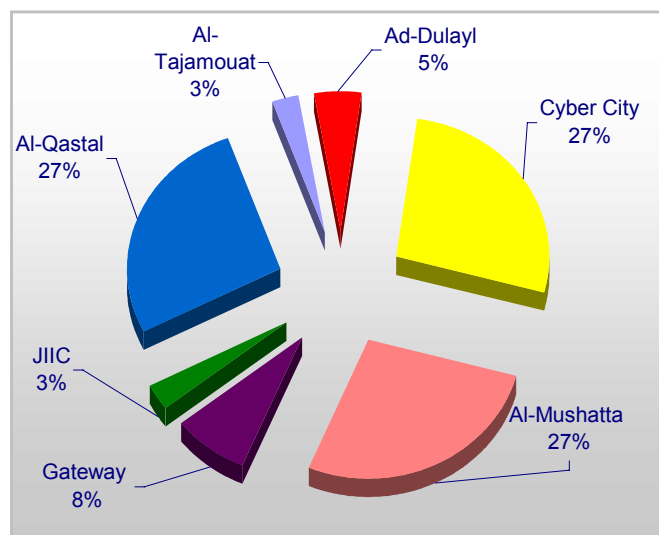
The total net investment area of serviced private industrial property available for sale or lease is 14,787 dunums, with or without construction of Standard Factory Buildings (SFB).

Table 4: Summary of Serviced Land Availability in Private Industrial Estates

	Al Tajamouat ⁵	Al Dhulayl	Cyber City	Al Moushata	Gateway	JHC	Al Qastal
Total Area (Dunums)	405	741	4,000	4,000	1,200	441	4,000
Developed Area (Dunums)	205	400	1,000	0	600	4	4,000
Total Existing Building Space (m ²)	150,000	66,254	35,000	0	12,000	700	620,000
Available Space (m ²)	20,000	0	1,800	0	12,000	0	n/a
Number of Investors	52	13	2	0	0	1	42
Operational Investments	45	12	5	0	0	1	42
Land Available for Future Development (Dunums)	200	341	3,000	Up-to 4,000	600	437	0

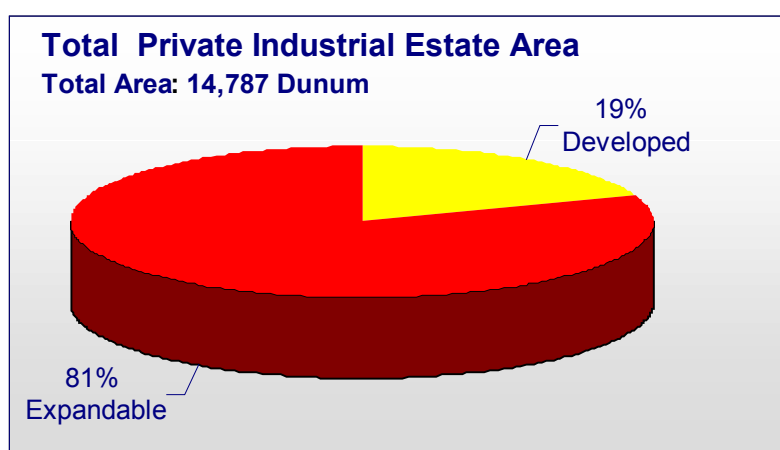
⁵ Much of the industrial space leased or sold by Al-Tajamouat is in multi-story buildings.

Chart 1: Share of Private Property Developers of Total Area Available for Enterprise Development



A total of 2,829 dunums is currently developed and includes prepared lots of land for building, infrastructure, and Standard Factory Buildings. Area available for future developments, if warranted by substantial increases in demand, is equal to 11,958 dunums. If we estimate that the net investment area for private industrial estates as 75 percent of the gross area of the respective industrial estates, then 8,969 dunums is available for future investment. Actual values, however, would differ depending on individual industrial estate.

Chart 2: Status of Available Private Property for Enterprise Development



5. Conclusion

Responding to the need to create a consolidated database on available private property for enterprise, this study creates detailed profiles of existing facilities, identifying the various sectors in which investments are occurring and highlighting any plans for expansion.

Currently, there are seven private industrial estates in Jordan, all located in the Northern and Central regions. No private industrial estate property is available in the Southern region.

The total area owned by private industrial estate developers and available is equal to 14,787 dunums, of which a total of 2,829 dunums is currently developed, including prepared lots of land for building, infrastructure, and Standard Factory Buildings.

For the purposes of including such data into the planned Integrated Trade and Investment Information System, an attempt was made to create a detailed inventory of individual databases maintained by the existing seven private properties for enterprise developers.

This study has revealed that such databases do not exist for six of the seven private developers. Only Al Tajamouat has a database, which is maintained by a local IT company, OffTech. Al Tajamouat employees have minimal information about the database, how data is entered, and by whom data is entered. Therefore, it was not possible to evaluate the quality of the data as was originally intended. Other developers keep records of investment on spreadsheets.

It is worth noting that all private property for enterprise developers expressed a willingness to share a database that includes detailed information about their properties, which might serve as a tool for comprehensive investment location marketing. Several attempts to achieve such have already been undertaken, but none of the developers have pursued them to completion.

Other than Al Tajamouat and Al Dhulayl, the private industrial estates surveyed will be developed in phases, expanding with the demand for investment space. This is the case as some estates have few or no tenants (i.e., Al Moushatta and Gateway have no tenants; the JIIC has one tenant; and, CyberCity has five tenants). Al Qastal is an exceptional property as it has 42 investments in its vicinity, two of which are designated as QIZs.

A well-organized effort to promote all private property for enterprise by one entity is becoming a priority. Respective developer's staff members suggest that an integrated, international promotional scheme for all properties available would be both an efficient and economical mechanism, given the high costs associated with international travel and establishing a presence in international conferences, trade fairs, and other events. All agree that advocating the location of investment in Jordan should be the primary objective of all private property for enterprise developers. All also agree that investors should be given appropriate information about all property available and then be left with the choice of identifying a location site and dealing with the associated property developer.

Close and effective cooperation among private property for enterprise developers seems very likely, if a serious initiative is taken in the future.

Annexes

Annex 1: Meetings Conducted

Entity	Name	Title	Address
AMIR Program	Greta Boye	Team Leader, PSPI	P.O.Box 940503 Amman 11194 Jordan Tel: (962-6) 550-3050/1 Fax: (962-6) 550-3069 Website: www.amir-jordan.org
	Barry O'Connell	Investment Promotion Advisor, PSPI	
	Brad Fusco	Investment Promotion Advisor, PSPI	
Jordan Investment Board (JIB)	Sana'a Al-Abbadi	Promotion Officer	P.O. Box 893 Amman 11821 Jordan Tel: (962-6) 533-1081/2/3 Fax: (962-6) 533-5985 E-mail: info@jib.com.jo Website: www.jordaninvestment.com
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